



LEROY D. BACA, SHERIFF

County of Los Angeles
Sheriff's Department Headquarters
4700 Ramona Boulevard
Monterey Park, California 91754-2169



January 4, 2011

The Honorable Board of Supervisors
County of Los Angeles
383 Kenneth Hahn Hall of Administration
Los Angeles, California 90012

Dear Supervisors:

SHERIFF'S DEPARTMENT OVERTIME REPORT BACK

This correspondence is in response to your Board's March 16, 2010, request for a bi-weekly status report on the Los Angeles County Sheriff's Department's (Department) overtime curtailment efforts and its impact on Department operations.

The Department's overtime expenditures for the period, from November 16, 2010, through November 30, 2010, totaled \$1.5 million. Seventy-one percent of this expenditure is reimbursable through contracts, grants, or other revenue sources. Factoring out the reimbursable hours reduces the Department's actual monetary expenditure for overtime to \$454,358.

The employees who comprise the Cadre of Administrative Reserve Personnel (CARP) are assigned to the majority of the Department's administrative, investigative, and training units. To fulfill their CARP obligations, these employees complete their regular duties 32 hours per week, and use the remaining 8 hours of their work week to fill line positions requiring mandatory staffing. During the first half of December, the CARP program filled 4,237 positions in lieu of operating with a reduced line staff or expending overtime. This brings the total number of CARP shifts worked between March 1 and December 18, 2010, to 25,100.

The Department has utilized the CARP program as the major component in our cumulative efforts to cut \$128 million from our budget within a 16-month period, while mitigating the effects of the curtailment on public safety. Although very successful in reducing overtime, the CARP program has caused ever increasing backlogs, delays, and inefficiencies among the participating units. Many quality control measures, such as administrative audits, have been significantly curtailed or discontinued and many proactive risk management tasks have been severely impacted.

A Tradition of Service

Although the Department has made every effort to ensure our public safety mission is not compromised despite the dramatic reduction of our budget, some reductions in service are inevitable. The following are examples of operational and public safety impacts experienced during this reporting period:

- All divisions report a decrease in staff supervision as supervisors CARP into lower level positions and supervisor vacancies are left unfilled.
- All divisions report an increase in overdue personnel performance evaluations. For example, supervising staff nurses assigned to Medical Services Bureau (MSB) regularly CARP into line positions and therefore have 8 fewer hours per week to complete their administrative tasks. As a result, MSB reported they had a backlog of 257 overdue performance evaluations as of December 11, 2010.
- MSB also reports a dramatic decrease in the activity of their Alternative Resource Committee (ARM). At the height of its effectiveness in March 2010, the ARM was able to reduce inmate medical costs by \$3.1 million through their proactive efforts to find alternative care for, or provide early release to, inmates with serious and costly medical conditions. In October 2010, that cost savings was reduced to \$1.4 million, due to a decrease in the availability of MSB supervisors to conduct proactive risk management tasks. The calculation and reporting of the ARM saving for November 2010 has been delayed due to MSB administrative staff's CARP efforts.
- Court Services Division (CSD) reports an increase in the backlog of work processed by their sworn and civilian process servers due to increased demand for services, CARP obligations, and the curtailment of overtime. The monthly carryover count for unprocessed work in April 2010 was 11,430. That carryover count increased to 24,973 by the end of October 2010, an increase of 118 percent.
- CSD also reports an increase in the average number of days accrued between the time they receive a request for process service and the first attempt at service from 5 days to 10. Particularly impacted is the service of Temporary Restraining Orders, which has increased from an average of 3 days, before the first attempt at service prior to our overtime curtailment efforts, to 7 days as of December 4, 2010.
- Custody Operations Division (Custody) reports that prior to its budget reduction efforts, male misdemeanor offenders were serving approximately 80 percent of their jail sentences. To achieve the required budgetary and staffing curtailments, Custody has closed 4,481 jail beds since January 2010. This resulted in a reduction in the percentage of time served from 80 to 20 percent.

- All Field Operations Regions (FOR) report an increase in the number of open cases assigned to station detective bureaus. Station investigators are fulfilling their CARP obligations and, as a result, have less time available to investigate and close cases. The number of open cases assigned to station detective bureaus stood at 6,055 on February 28, 2010. That number grew to 11,063 by December 15, 2010, an increase of 83 percent.
- All investigative units report a reduced level of continuity and efficiency of investigations due to a lack of overtime. In the past, overtime was used to allow detectives to follow leads as they were developed during an investigation. Since the curtailment of overtime, many investigative activities have been postponed until they could be completed within the investigator's 40-hour work week, which in some cases has resulted in some unintended consequences.

For example, Operation Safe Streets Bureau (OSS) had planned a search warrant operation for the week of December 12, 2010. It was postponed to save overtime. The suspect targeted in the warrant committed an additional shooting the night of December 17, 2010. Following the crime, the suspect barricaded himself inside a structure and his apprehension necessitated the response of the Special Enforcement Bureau, Gang Enforcement Teams, and Crisis Negotiation Team. The cost attached to the resources needed to affect the arrest of the suspect likely far outweighed the costs which would have been incurred by the original warrant service.

- OSS also reports a backlog of approximately 3,000 Field Interview Reports awaiting data entry. These reports contain vital information regarding new gang members, associate members, vehicles used by known gang members, and other critical intelligence. In the past, this backlog was controlled through the use of overtime to ensure investigators had timely access to this information.
- The Los Angeles Regional Crime Information System (LARCIS) is used by investigators and crime analysts to track crime trends and identify possible patterns or suspects. The Department's overtime reduction efforts and existing staffing vacancies have resulted in too few clerks available to complete the timely entry of this critical data. On February 28, 2010, there was a backlog of 1,010 crime reports which had not yet been entered into the system. As of December 15, 2010, that number reached 7,117, an increase of 605 percent.
- Aero Bureau reports that during the first half of December 2010, 141 requests for air support from patrol units went unanswered because overtime was not used to augment its flight operations. The requests include: 15 assaults with a deadly weapon, 5 requests by deputies for assistance or back-up, 4 requests for checks of areas not visible from the ground, 30 burglaries, 2 carjackings, 6 disturbances, 1 instance when a deputy was involved in a fight, 1 forgery, 1 theft, 1 hit and run,

17 persons with a gun, 1 person with a knife, 4 missing persons, 3 prowlers, 24 robberies, 10 reports of shots fired, 5 spousal assaults, 4 stolen vehicles, 1 instance of trespassing, 1 report of vandalism, 1 suicide attempt, and 4 pursuits.

The Department remains steadfast in its commitment to meet its budgetary obligations while maintaining a high level of service to the communities we police. Unfortunately, the massive curtailment efforts undertaken by the Department have negatively impacted almost every area of Department operations.

Should you have any questions or require additional information, please contact Division Director Victor Rampulla, Administrative Services Division, at (323) 526-5357.

Sincerely,



LERROY D. BACA
SHERIFF

**LOS ANGELES COUNTY SHERIFF'S DEPARTMENT
FY 2010-11 OVERTIME EXPENDITURE
HALF-MONTHLY REPORT**

(a) DIVISIONS	(b) TARGET MONTHLY OVERTIME EXPENDITURE	(c) TARGET HALF-MONTHLY OVERTIME EXPENDITURE	(d) ACTUAL OVERTIME EXPENDITURE JULY	(e) ACTUAL OVERTIME EXPENDITURE AUGUST	(f) ACTUAL OVERTIME EXPENDITURE SEPTEMBER	(g) ACTUAL OVERTIME EXPENDITURE OCTOBER	(h) ACTUAL OVERTIME EXPENDITURE NOV 1-15	(i) ACTUAL OVERTIME EXPENDITURE NOV 16-30	(j) ACTUAL OVERTIME EXPENDITURE DECEMBER	(k) ACTUAL OVERTIME EXPENDITURE JANUARY	(l) ACTUAL OVERTIME EXPENDITURE FEBRUARY	(m) ACTUAL OVERTIME EXPENDITURE MARCH	(n) ACTUAL OVERTIME EXPENDITURE APRIL	(o) ACTUAL OVERTIME EXPENDITURE MAY	(p) ACTUAL OVERTIME EXPENDITURE JUNE	(q) TOTAL TARGET OVERTIME EXPENDITURE	(r) TOTAL ACTUAL OVERTIME EXPENDITURE JULY 1 TO DATE (d)+(e)+(f)+(g)+(h)+ (i)+(j)+(k)+(l)+(m)+(n)+(o)+(p)+(q)	
Admin. Svs	\$25,000	\$12,500	\$54,763	\$46,822	\$35,255	\$42,486	\$17,127	\$11,851									\$300,000	\$208,304
Correctional	\$174,000	\$87,000	\$394,032	\$307,047	\$252,660	\$227,463	\$130,013	\$83,899									\$2,088,000	\$1,395,114
Court	\$541,000	\$270,500	\$1,129,730	\$1,058,408	\$785,851	\$363,870	\$124,827	\$90,921									\$6,492,000	\$3,553,607
Custody	\$290,000	\$145,000	\$620,250	\$587,323	\$388,643	\$240,510	\$198,796	\$90,144									\$3,480,000	\$2,125,666
Detective	\$298,000	\$149,000	\$654,517	\$518,841	\$462,585	\$485,337	\$256,199	\$158,346									\$3,576,000	\$2,535,825
Executive	\$12,000	\$6,000	\$12,788	\$31,090	\$24,363	\$9,018	\$10,956	\$3,888									\$144,000	\$92,103
LTD	\$60,000	\$30,000	\$152,839	\$127,492	\$46,920	\$27,789	\$54,407	\$36,881									\$720,000	\$446,328
Homeland	\$465,000	\$232,500	\$955,538	\$810,390	\$790,027	\$483,259	\$294,082	\$152,318									\$5,580,000	\$3,485,614
FOR I	\$620,000	\$310,000	\$1,423,900	\$1,159,250	\$825,999	\$575,767	\$327,493	\$288,007									\$7,440,000	\$4,500,416
FOR II	\$634,000	\$317,000	\$1,349,668	\$1,117,966	\$1,010,073	\$680,265	\$376,788	\$256,011									\$7,608,000	\$4,790,771
FOR III	\$393,000	\$196,500	\$930,912	\$667,200	\$562,614	\$460,691	\$247,755	\$214,550									\$4,716,000	\$3,083,722
Tech. Svs	\$65,000	\$32,500	\$139,667	\$122,645	\$96,607	\$103,527	\$68,569	\$51,492									\$780,000	\$582,507
Sub-total	\$3,577,000	\$1,788,500	\$7,818,604	\$6,554,474	\$5,281,597	\$3,699,982	\$2,107,012	\$1,438,308	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$42,924,000	\$26,899,977
County Svs.	\$423,000	\$211,500	\$905,740	\$986,465	\$433,573	\$324,075	\$150,000	\$101,890									\$5,076,000	\$2,901,743
TOTAL	\$4,000,000	\$2,000,000	\$8,724,344	\$7,540,939	\$5,715,170	\$4,024,057	\$2,257,012	\$1,540,198									\$48,000,000	\$29,801,720
% Reimbursed			71.6%	75.5%	74.4%	72.6%	67.1%	70.5%										72.9%
\$ Reimbursed			\$6,246,630	\$5,693,409	\$4,252,086	\$2,921,465	\$1,514,455	\$1,085,840	\$0	\$0	\$0	\$0	\$0	\$0	\$0	\$0		\$21,713,886

As of : December 21, 2010